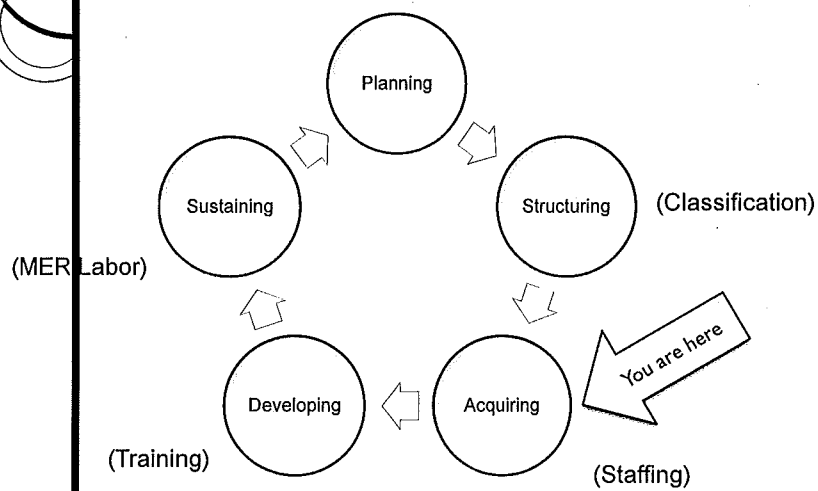


# MODULE 3

## ACQUIRING

1

### Civilian Human Resources Management Life Cycle



2



## Learning Objectives

After completion of this module, participants will be able to:

1. Identify supervisors and CPAC roles in the recruitment process
2. Describe the key concepts in job analysis
3. Describe supervisory options on how to fill vacancies
4. Describe when veterans preference applies in the hiring process
5. Identify at least 3 types of recruitment incentives
6. Explain general Reduction in Force (RIF) rules

3

## Regulatory Requirements

**Merit Systems Requirements (5 USC 2301)**

**Court Decisions**

**Uniform Guidelines**

**5 CFR, Parts 300, 335**

**AR 690-335**

4

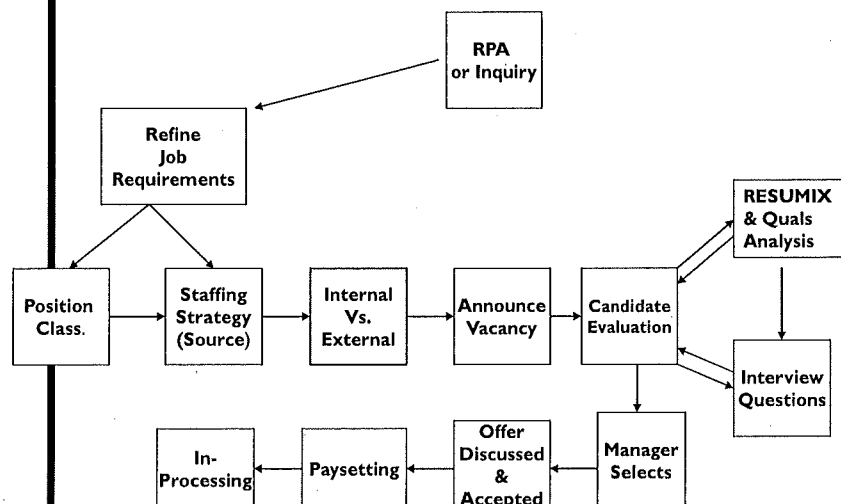
## Key Principles

- Merit Systems Principles
- Prohibited Personnel Practices
- Veterans' Preference
- Use of mandatory placement programs
  - ✓ Priority Placement Program (PPP), Reemployment Priority List (RPL), Interagency Career Transition Assistance Program (ICTAP)
- Current competitive and excepted service appointing authorities and entitlements
- Current hiring flexibilities
- OPM qualification standards
- Public notice requirements – using CPOL or USAJOBS

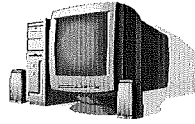


5

## Typical Recruitment Action



6



## The Electronic RPA

- ❑ Request for Personnel Action (RPA) is an electronic HR work order form that:
  - ✓ Is created in Defense Civilian Personnel Data System (DCPDS)
  - ✓ Tracked via the Army's Civilian Personnel On-Line (CPOL) Portal Manager Tab
  - ✓ Requires a "manager's" user account to create and track RPA
- ❑ To learn about Portal, go to the CHRA link below for an on-line tutorial called "Portal for Supervisors and Managers"

[http://www.chra.army.mil/tmd/cpoc\\_dl.htm](http://www.chra.army.mil/tmd/cpoc_dl.htm)

7

## Planning is an Essential First Step



- What are the roles in filling positions?
- Which rules / regulations apply?
- How do I fill my vacancy?
  - ✓ Is this a temporary or permanent position?
- Which skills am I looking for in a candidate?
- Where can I find well-qualified candidates?
  - ✓ External or internal
  - ✓ Are there non-competitive placements available?
  - ✓ Can I do a name request?
- Should I consider recruitment incentives?
- Where can I go for advice?
- How long will it take?

8

## Supervisory Role

<b>Perform job analysis</b>	<b>Identify specialized knowledge required</b>	<b>Determine staffing requirements</b>
<b>Determine Area of Consideration</b>	<b>Recommend recruitment sources</b>	<b>Initiate (Request for Personnel Action) RPA</b>
<b>Track status of RPA through Portal</b>	<b>Work Priority Placement Program with HR</b>	<b>Select applicant</b>

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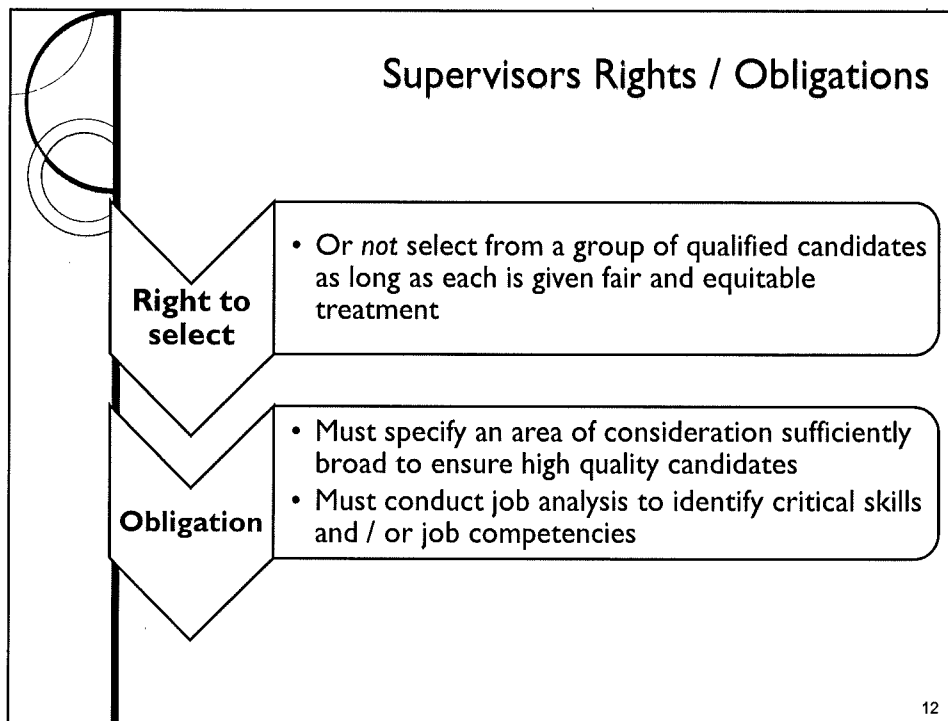
## CPAC Role

<b>Advise on recruitment strategies</b>	<b>Advise on strategic planning for staffing the organization</b>	<b>Advise on recruitment incentives</b>
<b>Advise on compensation</b>	<b>Advise on workforce shaping</b>	<b>Provide outplacement assistance</b>
<b>Employee contact</b>	<b>Make job offers</b>	<b>Brief Commanders on hiring issues</b>

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More CPAC Role		
<b>Validate selection criteria</b>	<b>Determine area of consideration and issue job ad</b>	<b>Refer priority candidates</b>
<b>Screen applications or resumes</b>	<b>Qualify candidates for basic / specialized requirements</b>	<b>Issue referral(s) to Supervisor</b>
<b>Ensure regulatory compliance</b>	<b>Process selection(s)</b>	<b>Forward to Regional Processing Center</b>

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## Job Analysis

### Who provides job information?

- ☐ Supervisor
- ☐ Subject matter expert
- ☐ Incumbent



### What is involved?

- ☐ Gathering information about a position during the Strategic Recruitment Discussion
- ☐ Identifying major job related requirements
- ☐ Linking job requirements to
  - ✓ Knowledge, skills, abilities (KSAs)
  - ✓ Education and/or training requirements
- ☐ Determining what "reasonable accommodations" could be made for an individual

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## Job Analysis



### Where are the information sources?

- ☐ Current, official position description
- ☐ OPM qualification standards
- ☐ OPM classification standards
- ☐ Job objectives

### When should job analysis be done?

- ☐ Before recruitment begins
- ☐ When reasonable accommodations are required

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## Job Analysis

### Why is it necessary?

- ☐ To identify:
  - ✓ experience, education, training, and other qualifying factors, possessed by candidates
  - ✓ those candidates who are potentially the best qualified to perform the duties of the position

### How is it done?

- |   |  |
|---|--|
| <input type="checkbox"/> Review of classification standards | <input type="checkbox"/> Check lists               |
| <input type="checkbox"/> Supervisor/SME interviews          | <input type="checkbox"/> Open-ended questionnaires |
| <input type="checkbox"/> Expert panels                      | <input type="checkbox"/> Observation               |
| <input type="checkbox"/> Structured questionnaires          | <input type="checkbox"/> Incumbent work logs       |
|   | <input type="checkbox"/> Task inventories          |

15

## Exercise 3-1



1. Review your assigned PD to conduct a job analysis
2. Highlight key tasks or statements that serve to identify the knowledge, skills, and abilities required for the position.
3. Be creative and add requirements that are unstated or implied. These would be used to update the PD prior to submitting the RPA and for use in the vacancy announcement and/or evaluation process.
4. You have 15 min to work through the PD.

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## How to Fill Vacancies

### Permanent appointments

- ☐ Use when the vacancy is for a continuing position
- ☐ Help to stabilize the workforce
- ☐ Attract more candidates than temp/term appointments
- ☐ Makes workforce shaping more complex

### Temporary/Term appointments

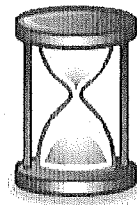
- ☐ Use when the need is not for a continuing position (time limited appointment)
- ☐ May affect recruitment
  - ✓ Fewer benefits/less job security, fewer candidates
- ☐ Can release employees with less disruption
- ☐ Allows function to be restructured

Decisions are based on need/budget/strength authorizations

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## Temporary/Term Appointments

- ☐ Term appointments –
  - 4 years plus 1 year extension
- ☐ Temporary appointments –
  - 1 year plus 1 year extension
- ☐ Can NOT be converted without further competition



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## Resumix

### What is Resumix?

- ☐ Automated system that stores resumes
- ☐ Patented computer programming system to read resumes and extract applicant skills

### How does it work?

- ☐ Skills based optical character recognition program
- ☐ CPAC extracts and enters skills from PD
- ☐ Extracted skills are sent to supervisor
- ☐ Skills are refined if applicable
- ☐ Skills must be supported by PD

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## Possible Sources of External Hires

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li><input type="checkbox"/> Reinstatement</li><li><input type="checkbox"/> Reemployed Annuitants</li><li><input type="checkbox"/> Transfers from other Agencies</li><li><input type="checkbox"/> Delegated Examining or OPM Certificates</li><li><input type="checkbox"/> People with Disabilities Employment Program</li><li><input type="checkbox"/> Veterans Recruitment Authority (VRA)</li><li><input type="checkbox"/> AW2 (Wounded Warrior)</li></ul> | <ul style="list-style-type: none"><li><input type="checkbox"/> 30% Compensable Disabled Veterans</li><li><input type="checkbox"/> University Students (interns)</li><li><input type="checkbox"/> Veteran's Employment Opportunity Act (VEOA)</li><li><input type="checkbox"/> Administrative Careers with America (ACWA)</li><li><input type="checkbox"/> Direct Hire Authority (DHA)</li><li><input type="checkbox"/> Volunteers</li><li><input type="checkbox"/> Non-citizen</li></ul> |
|---|--|

20

## Competitive Examining

Used to recruit applicants from outside civil service for competitive appointments to competitive service positions.

- Typically used for first Federal appointment
- Has public notice requirements
- Open to all U.S. citizens
- OPM recommends 5 day open period
- Veterans' preference rules and the "rule of three" apply

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## Veterans' Preference

What is veterans' preference?

- ☐ Special consideration in hiring veterans primarily for vacancies filled from outside Federal service
- ☐ Based upon periods of military service or service connected disability



When does it apply?

- ☐ New appointments from OPM / DEU lists
  - ✓ Permanent
  - ✓ Terms
  - ✓ Temporary
- ☐ Some VRA appointments
- ☐ Most excepted service appointments

When doesn't it apply?

Merit promotion, VEOA, Reinstatement, Transfer, Employment of Family Members, DHA

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## Exceptions to Competition

### Examples of exceptions to competition:

- ☐ Promotions where competition occurred for a higher grade (e.g., interns)
- ☐ Promotion resulting from re-classification to a higher grade to assignment of additional duties and responsibilities
- ☐ Temporary promotion to a position in a higher grade for less than 180 days for NSPS or 120 days or less for OPM



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## Recruitment Incentives



- First duty station travel expenses
- Travel expenses for interviews
- Recruitment bonuses
- Advanced in-hire rates
- Student loan repayment

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## What can you do to reduce fill-time?

### ☐ Pre-plan

- ✓ Identify the key events occurring during selection process
- ✓ Ensure PDs are adequate and accurate before submitting an RPA

### ☐ Communicate

- ✓ Develop up-front recruitment strategy with HR
- ✓ Respond to HR queries promptly
- ✓ Make yourself available to your HR Specialist

### ☐ Conduct

- ✓ Sound job analysis
- ✓ Interviews and reference checks



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## Reducing Fill Time

### ☐ Act

- ✓ Process referral lists as quickly as possible

### ☐ Bargaining Unit Agreement

- ✓ Analyze for impact on time-to-fill

### ☐ Examine

- ✓ Internal review process to identify impediments to quick fill-time

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## Interviewing

### STEP 1 - Prepare for the Interview

- Customize questions to fit the job requirements
- Do your homework--review resumes and other documents
- Put the candidate at ease!
- Make a connection
- Build rapport
- Demonstrate that your organization cares about its people

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## Interviewing

### STEP 2 – Tell the candidate:

- How the interview will be conducted
- What will be covered
- Names of the interviewers
- Requirements of the position
  - Organization structure
  - Mission requirements
  - Significant factors (e.g., travel, shift work, physical demands, overtime)
  - Exciting projects
  - Promotional opportunities



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## Interviewing



### STEP 3 – During the interview:

- Verify information on resume
- Discuss accomplishments, education, past job experiences
- Try to assess learning potential, personal characteristics
- Ask appropriate questions

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## Types of Questions

- Ask Open-ended questions
  - Gives you more than a yes or no; addresses the 5 “Ws”-- who, what, where, when, and why or how.
- “Tell me about” questions
  - allows candidate to describe challenges or situations previously encountered
- Closed questions
  - Use only to verify key facts or points
- The “non-question” question
  - Less threatening for some candidates

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## Ending the Interview

- Provide an opportunity for questions
- Explain the next step, e.g., reference checks
- Set a reasonable timeframe for results
- Thank the candidate for his/her time



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## Common Problems

- Lack of preparation
- Interview bias
- Inappropriate questions
- Using prohibited interview questions
- Interviewer too dominating
- Questions are inconsistent across candidates
- Using questions that make binding contractual statements
- Poor selection criteria for questions



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## Prohibited Questions

- Federal law states that hiring must be based on bona fide occupational qualifications
- Interviewers and selecting officials **CANNOT** discriminate due to:
  - age, sex, marital status, ethnic origin, religious preference, sexual preference, disabilities

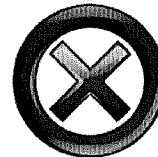


33

## Prohibited Questions

CPAC Responsibilities--CPAC will address these points if necessary--interviewers will **NOT** ask about:

- Citizenship
- Nepotism
- Police records

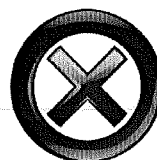


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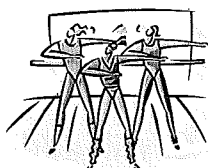
## Prohibited Questions

Questions to be avoided include:

- Are you married?
- What is your religious affiliation?
- What are your arrangements for child care?
- What are your union activities? Are you a member of the union?
- Do you have a good credit rating?
- Do you plan to live in this area long?



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## Exercise 3-2

1. For your assigned PD, develop at least 5 potential (valid) interview questions.
2. Refer to the handouts on interviewing tips and sample interview questions .

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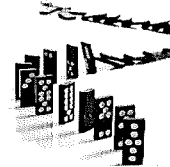
## Reduction In Force (RIF) Process

### □ When RIF occurs

- ✓ An employee is released from his/her competitive level or group by
  - Separation
  - Furlough for more than 30 days
  - Demotion / Change to Lower Grade/Band

### □ Why RIF is used

- ✓ Lack of work
- ✓ Shortage of funds
- ✓ Insufficient personnel authorizations
- ✓ Reorganization
- ✓ Exercise re-employment/restoration rights
- ✓ Reclassification (in some instances)
- ✓ Result of Competitive Sourcing Decision



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## Ways to Minimize a RIF

Hiring Freezes

Reduce other expenditures

Stock piling vacancies

Outplacement efforts

Re-training

Modify / waive qualifications

VERA

VSIP

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## Retention Factors

- ❑ Tenure
  - ✓ Group I - career
  - ✓ Group II - career conditional
  - ✓ Group III - term and similar non-status appointments
- ❑ Veterans' Preference
  - ✓ Subgroup AD - veterans with a compensable service-connected disability of 30% or more
  - ✓ Subgroup A - veterans not included in subgroup AD
  - ✓ Subgroup B - non-veterans
- ❑ RIF creditable service date
- ❑ Performance rating

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## Grievances and Appeals



- Employees downgraded or separated as a result of RIF
  - ✓ May appeal to Merit Systems Protection Board (MSPB)
  - ✓ Appeals must be filed within 30 days after effective date of RIF
- Bargaining unit members must use negotiated grievance procedure unless RIF actions are specifically excluded from contract

40

## CPAC RIF Functions

- ❑ HR Specialist assures qualifications are met for placements
  - ✓ Meet OPM qualifications standards
  - ✓ Meet physical requirements for position
  - ✓ Background clearly demonstrates ability to perform successfully all critical elements
  - ✓ Ability to take over duties without “undue interruption”
  - ✓ Managers may approve waiver of qualifications in assignments to vacant positions
- ❑ RIF processing is automated (AutoRIF)
  - ✓ CPAC ensures accuracy of DCPDS database prior to beginning RIF process
  - ✓ AutoRIF produces annotated retention registers, letters and reports
  - ✓ CPAC explains process – must understand rules and options

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## Review

- ❑ Supervisor’s role in recruitment, selection, and placement
- ❑ Job analysis
- ❑ Competitive examining
- ❑ Internal placement
- ❑ Interviewing
- ❑ General RIF rules

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## **RESUMIX OVERVIEW**

The Department of the Army uses an automated referral system to fill vacancies. The automated system uses state-of-the-art optical character recognition and a patented computer programming system to read resumes and extract applicant skills. This automated system has established a "level playing field" where the same requirements apply consistently to all employees. Through this kind of leading edge technology, the Department of the Army can accurately process applications and issue referral list more quickly than under previous manual systems.

The requisition and selection process requires a flow of information among all key participants. To understand your role as the Selecting Official in the automated requisition and selection process, it is important for you to see where the information originates and what each participant contributes. In this way, you will become an effective part of the process.

### **THE PLAYERS:**

#### **Applicant:**

- Both internal and external applicants apply for vacancies within the Department of the Army. Applicants submit only one resume. Resumes are maintained in the Resumix database for consideration as vacancies occur. To be considered for position vacancies applicants must "self nominate" by following the directions in the Job Ad. Upon acceptance of a position, a new resume should be submitted to receive future consideration.

#### **Selecting Official:**

- The Selecting Official begins the requisition and selection process by submitting the recruitment request forms (RPA), and ends the process by hiring the best qualified individual.

#### **Civilian Personnel Advisory Center (CPAC):**

- Provides guidance and assistance to selecting officials in identifying Job Search Criteria. Conducts the automated processing of resumes and recruitment requisitions. Provides referral list of qualified applicants to selecting official. Completes the selection process by generating the Notice of Personnel

Action (NPA) and forwarding the necessary documents to the finance office. Conducts in-processing for new employees.

**SELECTING OFFICIAL**

- Reviews the Resumix Kit for Managers, if available.
- One developed by the NE Region can be found at: <http://cpolrhp.belvoir.army.mil/her/>
- Updates or develops Position Description
- Completes Request for Personnel Action (RPA)
- Obtains approval from appropriate officials
- Forwards Job Requisition Package to CPAC (Job Requisition Package includes RPA and the Position Description)
- Reviews and approves skills to be used in the rating process

**CIVILIAN PERSONNEL ADVISORY CENTER (CPAC)**

- Reviews Position Description and recruitment strategies as determined by the manager
- Performs initial job analysis by entering major duties and tasks from the position description into Resumix and extracting skills.
- Forwards extracted skills to manager for review and approval.
- Develops and distributes Vacancy Announcements
- Receives and processes resumes and self-nominations from interested applicants
- Reviews resumes for qualifications, etc., prior to generating referral
- Establishes case file
- Distributes vacancy announcements to employees and applicants
- Ensures that all pre-employment conditions of the position have been met (medical exam, security clearance, drivers license, etc.)
- Makes Job Offer
- Coordinates entrance on duty (EOD) date
- Coordinates in-processing procedures with selectee and gaining organization

**SELECTING OFFICIAL**

- Schedules and conducts interviews and reference checks
- Selects the best qualified applicant
- Sends letters to those referred but not selected

**OPERATIONS CENTER**

- Finalizes case file
- Updates automated system with selectee's name
- Completes Notice of Personnel Action and forwards documents to finance office



## **HOW THE SKILLS PROCESS WORKS**

There are two types of skills to identify during the skills process - Required Skills and Desired Skills. Although the term skill is used throughout, you may also define this criterion in terms of a knowledge or ability.

**Required Skills:** Skills that you, the Selecting Official, have determined the applicants must possess in order to be referred for your position. These are skill(s) that must be brought to the position and are such that they could not be learned readily during the normal orientation period.

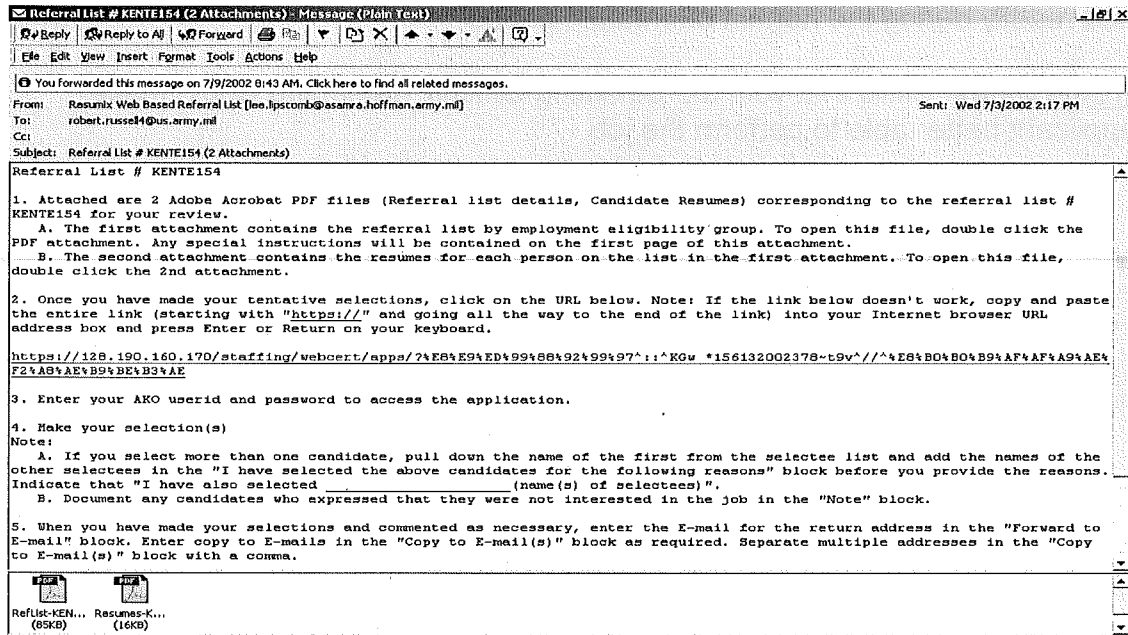
**Desirable Skills:** Skills that you, the Selecting Official, determine would make the applicant better able to perform the job.

- The CPAC representative will enter the major duties of the job description in Resumix and perform an extraction. The skills extracted will be forwarded via email and/or by phone to the selecting official to determine if the skills should be **required** or **desired**. Determining the required and desired skills will assist the CPAC staff in identifying candidates who possess the skills that are supported by the position description. Those skills that are not **required** or **desired** will be omitted.
- Further refining of the skills may be applicable. If it is necessary to revise or alter the skills the CPAC representative will contact the selecting official. The skills will be determined through the joint efforts of the selecting official and the CPAC.
- All skills listed must be supported by the duties and responsibilities listed in the position description.

## THE WEB BASED REFERRAL LIST:

Selecting officials will receive referral lists via a URL link in an e-mail message from their servicing CPAC. It will look like the sample below:

**Note the two attachments at the bottom of this referral notification message.**



The first attachment is the referral certificate and the second contains the resumes of referred candidates. Clicking on the first attachment produces results like these:

Acrobat Reader - [RefList-SWLT503-110200231335PM.pdf]

File Edit Document View Window Help

60%

### CPOC Referral List

Date: 1/10/2002

Certificate Issued Date: 1/10/2002      Expiration Date: 2/2/2002  
 Certificate Number: SWLT503      Announcement Number: SW-0201-1  
 Position Title: PERSONNEL MANAGEMENT SPECIALIST  
 PP-Series-Grade: GS - 0301 - 0      Target Grade: 11  
 Organization: ...  
 CPAC: ...  
 CPOC Rep: Lou Smith      CPOC Phone: ...  
 CPAC Rep: Lea Smith      CPAC Phone: 703-325-8011  
 PERSACT No: ...      Performance Level: Current Grade Level

Employee Name	Phone #	Phone Type
<b>VPK</b>		
<b>VPK Group V2</b>		
Jackson, Shelia	401 724-5356	(H)
	617 783-3164	(W)
	955-1164	(W)
	617 783-3164	(W)
	955-1164	(W)
Scullmes4, Jure	401 724-5355	(H)
	785 239-6989	(H)
Scullmes4, Jure	785 124-5291	(W)
	254 369-1258	(H)
	254 788-6431	(W)
<b>VPK Group V2</b>		
Scullmes4, Jure	785 625-3247	(H)
	254 630-6851	(W)
<b>VPK Group V2</b>		
Owen, Patrick	785 549-8323	(H)
	856-0582	(W)
	785 239-6582	(W)
<b>VPK Group V2</b>		
Crickell, Eric	210 316-8228	(H)
Kuminski, Eugene	405 753-5235	(H)
	405 734-8709	(W)
	884-8700	(W)
Scullmes4, Jure	785 239-6989	(H)
	785 124-5291	(W)

1 of 2      8.5 x 11 in

Start      regional i...      IP Address...      Noelle...      Microsoft...      Referral L...      Referral L...      Acroba...      7:59 AM

### Referral List

▶ Candidate Selection

Response for Referral list # KENTE154

ANSWER      ROBERT.RUSSELL4

Acrobat Reader - [Resumes-KENTE154-73200231651PM.pdf]

File Edit Document View Window Help

Bookmarks      Thumbnails

- ☐ Hqda, Emma
- ☐ Hqda, Emmab
- ☐ Hqda, Plea
- ☐ Hqda, Sarah
- ☐ Northeast, Cacd
- ☐ Northeast, Cace
- ☐ Northeast, Cacl

Emma I. Hqda  
 Im Obstarthen 6  
 APC, AE 98567      USA  
 DSN: 221-6788  
 Work: 703-345-6789  
 Home: 301-645-1666  
 Email Address: ella.kent@asamra.hoffman.army.mil  
 Typing words per minute: 60      Steno words per minute: 140  
 WORK EXPERIENCE:  
 May we contact your current Employer? Yes

9/1996 to Present.      Hrs per week: 40, Personnelist, GS-201-SCIT.      USMCA.  
 Arlington, VA      20323, John Blue, (703) 325-1235.  
 Serves as the technical authority on the operation of the Army Civilian  
 Personnel Data System (ACPERs).      Im doing this so Anand can see.

With HUNG AND ANAND. Second Testing.

Third testing with Ron.

Fourth testing.  
 Fifth Test. 4/29/2002

9/23/1994 to 9/8/96.      Hrs per week: 40, Staffing Specialist, GS-212-12.      USMAC.  
 Alexandria, VA      20220, Mr. Smith, (703) 325-6547.  
 Analyzed products to ensure they serve the purpose intended and needs of the  
 user.

Hrs per week: 40, Receptionist, --.      USC Univ.      New York, NY      09999, Mr.  
 Change. (212) 222-3434.  
 Served as principal Civilian Personnel Office functional expert/contact and  
 provides the full range of position management, position classification, and  
 staffing services in assigned organizational elements to all levels of line  
 management and employees.

EDUCATION:

The e-mail forwarded to the manager's AKO e-mail address includes instructions for reviewing the referral list and resumes. Clicking on the hyper-link contained in the referral e-mail produces the logon screen below. The selecting official simply enters his/her AKO User ID and Password, and they are in!

**SPECIAL NOTE:** Only the AKO addressee has access to the referral. This is because the selection page can only be accessed by that person's AKO user login. If the selecting official must delegate selection authority to another person, the CPAC will need that individual's AKO e-mail address. The referral can then be sent to the delegate for action. The Referral List sent to the AKO addressee has the functionality to indicate who is selected. The Referral sent to the CPAC or other non-AKO address does not have the selection capability.

Another convenient feature of the web-referral tool is that the AKO e-mail system allows users the option of forwarding e-mail to another e-mail account of their choosing!

In addition, AKO login Help is available at the AKO portal if a user needs to reset a forgotten password. AKO may be accessed at the following URL:  
<https://www.us.army.mil>

When clicking on the Web-Referral link, the following logon appears:

The screenshot shows a Microsoft Internet Explorer window titled "Referral List - Microsoft Internet Explorer". The address bar displays a long URL starting with "http://webcert/apps/". The main content area has a header "Referral List" with a "Home" link. Below the header is a section titled "Respond to Referral List". Inside this section is a "Please Logon" box containing two input fields: "AKO User ID:" with the value "robert.russell4" and "Password:" with a masked password "\*\*\*\*\*". There is a "Contact us" link to the right of the password field and a "Logon" button below the fields. At the bottom of the logon box, it says "Version 1.0". Below the logon box, there is a small disclaimer: "US Army. All rights reserved. Unauthorized access is prohibited. Usage will be monitored." The status bar at the bottom shows "Referral List Home" and "Internet".

Referral List - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites History Print W Links

Address [taffing/webcert/apps/?%E8%E9%ED%99%88%92%99%97^::^KGW\\_\\*156132002378~t9v^//^%E8%B0%B0%B9%AF%AF%A9%AE%F2%A0%AE%B9%BE%B3%AE](#) Go Links

**Referral List** ANSWER Online Help

Candidate Selection

Response for Referral list # KENTE154

**Referral list response**

Save Reset Forward to E-mail - [lee.lipscomb@asamra.hoffman](#) Copy To E-mail(s) - [anyone.you.would.like.to.cc](#)

Tuesday, July 09, 2002

Ref. List #	KENTE154	RPA Number	---
Ref. List Issued Date	7/3/2002	Expiration Date	5/31/2002

For the Position - DENTAL ASSISTANT , GS - 4819 - 13

I have considered all of the candidates and have selected :

Selectee :	--- Select a Candidate ---
First Alternate :	--- Select a Candidate ---
Second Alternate :	--- Select a Candidate ---

I have selected the above candidates for the following reasons :

Ms. Smith possesses advanced technical experience directly related to the duties of this position. Ms. Smith's resume documents that she has the necessary skills, experience, education and training to successfully perform in this job.

Note :

Lee, please contact me to discuss moving up the effective date on this hiring action.  
Sincerely,  
Robert Russell DSN 856-0000

Acting on the referral list is very straightforward. The selecting official simply uses the pull-down menu to make their selection, and to choose a first and second alternate. A text box is provided for the selecting official to enter his/her reasons for their selection. An additional text box is available to enter special instructions or comments as illustrated below.

To save and submit, click on the "Save" icon in the upper left corner. Selecting officials may also enter courtesy-copy e-mail addresses in the "Copy To E-mail(s)" box.

This completes the web-based referral transaction! Selecting officials should contact their servicing CPAC if they have any questions, problems or concerns with the Web-Referral Tools.



## Recruitment Incentives and Flexibilities

**Introduction** Most Army installations have some positions under recruitment. Often positions, which take the longest time to fill, have unique qualifications requirements or unusual working conditions. Recruiting for these positions may be difficult because candidates are scarce or are offered higher salaries or better working conditions by other employers.

OPM has authorized recruitment incentives and flexibilities to assist managers and personnelist in recruiting for federal positions, particularly hard to fill positions. The CPAC advisor should provide information to selecting officials about these incentives and flexibilities and recommend ones which may help to attract high quality candidates.

**References** CFR Chapters:

300 – Use of Private Sector Temporaries and Use of Commercial Recruiting Firms  
340 – Other than Full Time Employment  
530 – Special Salary Rates  
531 – Superior Qualifications Appointments  
537 – Repayment of Student Loans  
572 – Travel and Transportation for New Employees/Interviews  
575 – Recruitment and Relocation Bonuses, Retention Allowances

AR 690-300, Chapter 332 – (Paid Advertising and Employment Services)  
Joint Travel Regulation, Vol II, Chapters 6 and 15

### Recruitment Incentives

The following recruitment incentives are available to help to managers attract and select high quality candidates:

Incentive	Description
Special Salary Rates	Rates of pay above the minimum rate which are authorized by OPM to assist in the recruitment and retention of employees in hard to fill positions. Special salary rates may be world-wide, e.g., engineer, medical officer or local due to recruiting difficulties in a specific geographic area, e.g., Washington D.C. or New York.
Superior Qualifications Appointment	Appointment made at a rate of pay above the first step based on the superior qualifications of the candidate or the special need of the agency for the candidate's services. (see CFR 531.203 (b))
Travel and Transportation for Interviews and to First Duty Station	Managers may authorize payment of travel expenses for applicants to travel to be interviewed for positions. Some expenses for employees relocating to first duty station may also be authorized. (see JTR, Vol II)
Recruitment Bonus	Lump sum payment of up to 25% of basic pay to newly appointed employees. Requires documentation of recruitment difficulties in filling position. Requires employee sign an agreement to complete a specified period of service within the agency. Must be approved at a level above the manager who offered the bonus. (see CFR 575, Subpart A)



Incentive	Description
Relocation Bonus	Lump sum payment of up to 25% of basic pay to an employee who must relocate to accept a position in a different commuting area. Requires documentation of recruiting difficulties. Requires employee sign an agreement to complete a specified period of service in the agency. Must be approved at a level above the manager who offered the bonus. (see CFR 575, Subpart B)
Retention Allowance	Bi-weekly payments of up to 25% of basic pay to a current employee with unusually high or unique qualifications. Requires documentation that the employee's services are essential for the agency and that the employee would be likely to leave the agency were the retention allowance not paid. May be continued as long as conditions described above exist; should be reviewed at least annually. Must be approved at a level above manager who offered retention allowance. (see CFR 575, Subpart C)

Relocation Services	May be offered as an incentive for current employees to relocate for positions outside the commuting area. Includes provision for guaranteed home sale in addition to normally authorized PCS expenses. (see JTR, Vol II, Chapter 15)
Repayment of Student Loans Plan	Allows use of student loan repayment as a recruitment or retention tool. The maximum payment allowable in one-year is \$10,000.00 with a total of \$60,000 for a lifetime. See Title 5, United States Code, §5379 and the Code of Federal Regulations, Part 537.

Recruitment  
Flexibilities

The following flexibilities are available to assist managers and personnelists in recruiting high quality candidates:

Paid Advertising – May advertise for hard to fill jobs in newspapers, professional journals and other publications or media. Authority to approve delegated to installation and activity commanders; may be redelegated. Funded by installation/activity.

Use of commercial recruiting firms and non-profit employment services  
– May be used in recruiting for hard to fill positions. (CFR 300.401)

Use of private sector temporary employment services – May be used to provide brief or intermittent services under one of the following conditions:

--Employee absent for a personal reason, e.g., emergency, accident, illness, family responsibility, jury duty, etc. but not to cover periods of annual leave OR

--Temporary increase in workload which cannot be delayed.

Other than full time employment – Part time employment and/or job sharing may be a way to attract candidates who do not want to work full time.

Modification of qualifications – Employees or applicants who do not meet minimum qualifications for a position but who possess knowledge, skills and abilities related to the position may be placed using authority to modify qualifications. May only be used for reassignments or changes to lower grade. May not be used if position has a positive education requirement which the candidate does not meet.

Tips for  
Recruiters

Managers usually make the best recruiters as they are most knowledgeable about the jobs they are filling and are aware of the best sources of candidates for their positions. CPAC advisors can assist by accompanying managers on recruiting trips and/or by providing advice on effective recruiting techniques. The following are suggestions for recruiters:

Develop interviewing skills—observe behavior and listen.

Use subject matter experts as recruiters; supplement recruiting team with HR specialists who can provide information on appointment requirements, salary and benefits.

If recruiting on a college campus, work through the placement office.

Pre-schedule interviews through the placement office.

Wear a name badge while interviewing.

Provide written information to applicants, e.g., job descriptions, pay and benefit information, mission information.

Provide assistance in completing forms and explain submission requirements, e.g., to OPM or DEU.

Project a professional image.

Use current employees to recruit from alma mater.

Pamphlets, brochures, posters and displays are helpful for campus or job fair recruiting.

Join forces with other federal agencies.

Provide feedback to applicants, agency and/or school.

Maintain contacts/relationships with recruiting sources.

## Information Sheet on Reference Checks

The following assessment is recommended:

- Hiring officials should conduct reference checks for each hiring decision.
- Hiring officials should develop and follow a thoughtful reference checking strategy that is an integral part of the hiring process.
- Hiring officials should use a consistent reference checking process that treats all applicants fairly, obtains valid and useful information, and follows legal guidelines.
- Agencies should require applicants to provide appropriate professional references and make applicants responsible for ensuring that they can be contacted.
- Supervisors and other employees should provide candid and appropriate reference information.

Benefits of Reference Checking:

- Make Better Hiring Decisions
- Improve the Job-Person Match
- Improve Assessment of Training and Experience
- Assess Applicant Honesty
- Demonstrate Fairness and Equal Treatment
- Send a Message About Organizational Values
- Avoid Cost of a Bad Hire

Sample Questions:

1. What is your relationship to the applicant (co-worker, supervisor, etc?)
  2. How long have you known this individual?
  3. Briefly describe the work this individual performed on which you are basing your recommendation?
  4. Describe this individual's work ethic and work habits?
  5. Any reservations at all about recommending this person? If yes, what are they?
  6. If given the opportunity, would you hire/rehire this person? If no, why?
- On a scale of 1-5 (5 being the upper end of the scale) how would you rate the individual in terms of:
7. Dependability
  8. Initiative
  9. Ability to Work Independently
  10. Technical Competence
  11. Analytical Ability
  12. Motivation
  13. Attitude
  14. Communication Skills

Three organizations are particularly important sources of information:

- The International Public Management Association for Human Resources (*IPMA-HR*, [www.ipma-hr.org](http://www.ipma-hr.org)) plays a key role for Federal employers.
- The Society for Industrial and Organizational Psychology (*SIOP*, [www.siop.org](http://www.siop.org)) SIOP is a good source of information about the most recent research on the validity of measurement techniques.
- The Society for Human Resource Management (*SHRM*, [www.shrm.org](http://www.shrm.org)) is the membership organization for private sector human resources specialists. SHRM is a key source of information about trends in hiring practices outside the public sector.

## **Tips for Interviewing**

1. Interview questions should be directly related to the experience, training and skill requirements of the job. When developing evaluation criteria, break down broad, subjective impressions to more objective factors. Learn to assess the job candidates on their merits and how they relate to the requirements of the job. The questions should solicit answers as to whether or not the candidate possesses the knowledge, skills or abilities (KSAs) of the position. For example, the KSA of "Ability to give oral presentations to large groups" may be a significant part of the job but this statement does not provide the candidate with enough information to gauge how to best answer the question. An easier question to address and judge might be "What experience have you had in giving oral presentations to large groups?" You could ask questions which reflect the requirements of your vacancy such as: who was the audience, what was the size of the group addressed, if the audience was hostile and to what extent the candidate participated in preparing the presentation.
2. Pair up with another interviewer especially one who has previous interviewing experience.
3. Do not formulate hypothetical cases and ask the candidate to provide possible solutions. For example, the following KSA is found in supervisory positions "Ability to delegate work". An interview question could state: "What experience do you have in delegating work; what was the workload, how many subordinates did you supervise, what were the situations?" Versus "What would you do in the following situation: You have 100 appraisals to prepare and your secretary is on leave. How do you get all the appraisals done?" This type of question is not objective and there are no right answers.
4. Some questions have been included in so many interviews that the question adds nothing to the interview. As an example, one question is: "Why do you want this job?" There is no right answer and candidates tend to have prepared answers ahead of time.
5. The vocabulary used in the interview should be geared to the level of the candidate. Specialized terminology, organizational abbreviations and so forth, which may intimidate or confuse the candidate, should not be used.
6. All questions should be prepared in advance and should be job related to ensure that all candidates were given the same opportunities during the interview. Pertinent responses and information provided by the candidates should be recorded and kept as documentation.
7. Prepare for the interview by reviewing the application, resume, transcripts and other materials submitted by the candidate.

8. Always give the candidate time to ask questions. You can learn a lot from what the candidate asks.
9. Interview results should not be given undue weight in determining the best-qualified candidates. Rather, they should be combined with the results of all criteria to determine the candidates' final position relative to other competitors.
10. The best time to summarize your interview findings is right after the interview. Leave enough time between the interview and your next activity to review notes and summarize findings in enough detail that later you can adequately review all of the candidates at the same time.
11. Some possible warning signs that a candidate may not be right for your position include: The candidate quit a job without providing adequate notice, arrives late for your interview with no explanation, smells of alcohol, can not supply verifiable references, reveals confidential information, can't provide specific behavioral examples to back up general statements, bad-mouths a previous employer, excessive job hopping and a history of under-utilization of skills or education.
12. Don't be concerned when the conversation lapses into silence. It can happen. As you ask for specific examples, there may be a period of silence while the candidate recalls just the right example to relate. Some candidates prefer to take the extra time to formulate the answer in the best way possible. Sometimes our questions pay off only when we wait for the answers.
13. Do NOT violate any laws that protect candidates. These laws prohibit questions that discriminate due to: age, sex, marital status, ethnic origin, religious preference, sexual preference, and disability.

The Acts include

Civil Rights Act of 1866 and 1871

Title VII of the Civil Rights Act of 1964, Amended in 1972

Age Discrimination in Employment Act of 1967

Rehabilitation Act of 1973

Pregnancy Discrimination Act of 1978



**Sample Interview Questions  
for an Assistant Vacancy at the Entry Level**

**Candidate:** \_\_\_\_\_

**Current Position:** \_\_\_\_\_

**Date:** \_\_\_\_-\_\_\_\_-\_\_\_\_

1. If I asked three people who knew you well, to describe you, what three words would they use and why?

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2. Describe your experience in meeting work and production deadlines.

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3. What have you done specifically to make your places of employment a better place to work? (Process Action Teams, special projects/committees, suggestions/recommendations adopted by employer, etc.)

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4. Describe a situation where you have made a mistake. How did you handle it? What did you learn from your mistake?

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5. How do you handle conflict with peers, teachers, supervisors and/or customers?

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Questions Asked of Us:

Interviewer 1 \_\_\_\_\_ Interviewer 2 \_\_\_\_\_

